

Announces a Recruitment For

ECONOMIC DEVELOPMENT DIRECTOR

For THE CITY OF FRANKLIN, WISCONSIN

GovHR USA is pleased to announce the recruitment and selection process for an Economic Development Director for the City of Franklin, Wisconsin. This brochure provides background information on the City of Franklin, as well as the requirements and expected qualifications for the position. Candidates should apply by July 15, 2015 with résumé, cover letter and contact information for five work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Lee Szymborski, Senior Vice President, GovHR USA, 650 Dundee Road, #270, Northbrook, IL 60062. Tel: 847-380-3240. The City of Franklin is an Equal Opportunity Employer.

Lee Szymborski, Senior Vice President

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TEL: 847-380-3240
FAX: 866-401-3100

Formal applications should be submitted to:
www.govhrusa.com/current-positions/recruitment



PROFESSIONAL ANNOUNCEMENT

Economic Development Director, City of Franklin, Wisconsin (35,520). Growing, full-service city of vibrant neighborhoods and top-performing schools, the City of Franklin possesses a strong business base and climate, a convenient location to world-class amenities, and “is committed to being the best community in Milwaukee County.” Located 10 miles south of downtown Milwaukee and within easy access to Mitchell International Airport, Franklin is strategically situated between Milwaukee and Chicago, with convenient access to Interstate Freeways I-94, I-894, and I-43.

Freshly launching plans for three major development areas to spur economic growth, and recently recognized by the *Milwaukee Business Journal* for its outreach to retailers, Franklin is undertaking a concentrated series of economic development initiatives—and it seeks a dynamic professional in the field of economic development to be at the leading edge of this exciting time for the City.

The Economic Development Director is a newly recreated position, offering the ideal candidate the chance to design and deliver the City’s economic development program. The Director will also be in charge of developing and executing City marketing and promotion strategies. The City seeks candidates with initiative, creativity and a proven track record of retaining, expanding and recruiting businesses. The ideal candidate is a people-person adept at building relationships, not bureaucracy.



High energy, enthusiasm and passion are a must for this position. Ideal candidates will have strong communication skills, the ability to think and act strategically, and the talent to tactfully negotiate and “close the deal.” A demonstrated ability to work with a wide variety of stakeholders including City officials and staff, brokers, developers, and local business owners is required.

A Bachelor’s degree is required. A Bachelor’s degree in business, marketing, economics, finance, planning, real estate, public administration or related disciplines is preferred. Seven years of progressively responsible experience in economic development, redevelopment, marketing or real estate in either the public or private sector is preferred; a Master’s degree may substitute for two years of experience. The position will report to the Mayor, will serve as director of the City’s Community Development Authority, and will be a staff liaison to the City’s Economic Development Commission.

Salary is \$95,000+/- and competitive benefits. Residency is not required, yet a high level of community involvement is expected. E-mail cover letter, résumé and five professional references no later than July 15, 2015 to: Lee Szymborski, Senior Vice President, GovHR USA, 650 Dundee Road, Suite 270, Northbrook IL 60062 at www.govhrusa.com/current-positions/recruitment. Phone 847.380.3243.

COMMUNITY INFORMATION

Part of the Northwest Territory, Franklin, named for Benjamin Franklin, was one of two towns formed out of the original Town of Kinnickinnic by the Wisconsin Territorial Legislature in 1838. The township consisted of 36 square miles. It was reported that the quality of much of its land was excellent, while other portions were rough with many boulders. Originally, Franklin was covered with heavy timber, mostly hardwoods such as walnut, butternut, and hickory. There was an abundance of wild animals: bears, panthers, wolves, wildcats, deer, and wild turkeys. Life then was primitive—a "full dress" suit for the area and time was buckskins over a flax shirt and moccasins.

Franklin's early town officials fought against annexation to the City of Milwaukee. After the intention to incorporate from a town to a city in 1956 was made known, town officials hid so the summons server couldn't find them and block the attempt. In 1956, Franklin incorporated as a fourth class city and became known as a "City of homes" with a population of a little over 5,000 at that time.

Today, the City of Franklin is a thriving, full-service municipality with a broad range of housing options, business opportunities, and many City and County parks which help provide a high quality of life. At its current population of 35,520 residents, Franklin is the largest city in Wisconsin to attain more than a 10% population growth since the 2000 census. Franklin also has the highest growth rate of all cities in Southeastern Wisconsin with a population of more than 20,000.



In the decade between 2000 and 2010, Franklin added approximately more than 3,000 households, a faster pace than what the City experienced in the previous decade. This robust stride bucked a nationwide trend of slower growth. According to most estimates, Franklin is likely to continue robust residential growth, supporting desired business development.

In 2007 and 2011 *Money Magazine* named the City of Franklin among the top 100 cities to live in its "America's Best Places to Live." Based on small towns with populations under 50,000, the magazine ranks qualities most important to the American family—affordability, great job opportunities, top-notch schools, safe streets, economic strength, good health care, and more.

The city has a flourishing business community including two successful business parks. The Franklin Business Park contains 420 acres. The other, the Franklin Industrial Park, is a two-phase industrial area of more than 310 acres. Among major employers in Franklin are Strauss Veal & Lamb International, Carma Laboratories, and Quad Packaging; the city is also home to Northwestern Mutual, a Fortune 500 financial services and insurance company.

Franklin has an enviable location, 10 miles south of downtown Milwaukee and 80 miles north of downtown Chicago. It has easy access to the I-94 corridor connecting Milwaukee and Chicago, and it is only minutes away from Milwaukee County's General Mitchell International Airport, serving 9.8 million passengers per year. Franklin also has easy access to freight and Amtrak rail lines.

Franklin is known for excellent schools and is served by three school districts—the Franklin School District, the Oak Creek/Franklin School District and the Whitnall School District. The average high school graduation rate is nearly 98% and combined-district ACT scores exceed the national average.

Recreational opportunities are plentiful in the City. Franklin is home to two championship caliber golf courses, downhill skiing, snowboarding and tubing opportunities, as well as baseball, BMX biking, and other sports and entertainment opportunities at both indoor and outdoor facilities. A significant venue in Franklin is The Rock Sports Complex, a multi-sport complex and joint initiative between Zimmerman Ventures and Milwaukee County Parks System “to promote youth and community development through a common passion for sports and recreation.”

All of this has made Franklin a dynamic, family-friendly community that’s also enhanced by excellent schools and leisure activities welcoming to both residents and visitors alike.



FRANKLIN CITY GOVERNMENT

The City of Franklin operates under the Mayor-Council form of government in accordance with Chapter 62 of the Wisconsin Statutes. The Mayor and Aldermen of the City of Franklin constitute the Common Council which is vested with all the powers of the City not specifically given to some other officer. The Mayor serves a three-year term. The Common Council, consisting of six Aldermen elected by District, is the legislative branch of the City government. Aldermen are elected to three-year, overlapping terms. All elected officials are elected on a non-partisan basis.

The Mayor is the Chief Executive Officer of the City and is advised and assisted by a Cabinet consisting of the Director of Administration, Police Chief, Fire Chief, City Clerk, Director of Health and Human Services, City Engineer/Public Works Director, and City Attorney. The Economic Development Director will attend the Mayor's Cabinet. The Mayor is the appointing authority for this position.

The City has a total of 222 full-time-equivalent employees. The City has a total FY 2015 budget of approximately \$49 million.

Vision Statement: The City of Franklin's vision is to enhance the quality of life for present and future generations by providing economic growth through the highest quality of residential, recreational, and business development in Southeastern Wisconsin.

Mission Statement: The City of Franklin's mission is to be a well-planned model community providing for a high quality of life for residents of all ages. The future of Franklin is founded on quality development that includes smaller and mixed-use commercial centers and corridors, that provides for new office parks that attract knowledge-workers and information industries to the community, while continuing to develop and maintain quality residential areas that provide a wide range of housing opportunities to support the needs of working professionals, seniors, and families. The residents of Franklin will have access to parks, open space, and a wide range of recreational programs and facilities that help to promote an active and healthy lifestyle. Franklin will be a community where modern conveniences, friendly people, and a small-town atmosphere combine with low crime, a clean environment, and quality educational opportunities to make Franklin the primary destination to live and learn, work and play, and to do business.

FRANKLIN AT A GLANCE

Population	35,520
Median Age	40
Size	36 square miles
County	Milwaukee
Median Household Income	\$73,133
Median Family Income	\$91,787
Per Capita Income	\$33,362
Median Home Value	\$237,900
Equalized Assessed Valuation	\$3.3 Billion
Number of Business Firms	2,355

FRANKLIN ECONOMIC DEVELOPMENT CLIMATE, OPPORTUNITIES AND CHALLENGES

The City of Franklin is facing the following challenges and opportunities related to economic development. The new Director can expect to participate actively in addressing these issues:

The City of Franklin is a population growth leader in Southeastern Wisconsin. The City has experienced double-digit percentage growth every decade since the 1980s. As the housing market continues to strengthen, the City expects that because of its location and high quality of life, Franklin will continue to see growth in housing demand.

In addition, vacant land is plentiful in Franklin. With Oak Creek to the east, Greenfield and Greendale to the north, and Muskego to west, the City of Franklin is well-situated in its potential for growth in a region open to additional development.

Over the last several years, City staff has made significant adjustments to its development review process and its zoning code. The City has also undertaken improvements to its infrastructure, including water, sanitary sewer and road systems. All of these actions will help contribute to the larger goal of attracting, retaining and improving business to the City.

In addition to the two very successful business and light-industrial parks previously mentioned, significantly contributing to an enhanced business environment was action taken by the City within the last year. In November 2014 the Franklin Common Council approved multiple contracts aimed to spur economic growth in three major development areas. The areas, comprised of nearly 1,200 acres, will receive detailed study and have the potential to generate an estimated \$328M in new and rejuvenated development. Those three areas include:

1. To complement its very successful business park along Hwy 100, the City plans a Business Park near 27th and County Line Road over-looking I-94.
2. New and re-developed retail and commercial growth in the area centered at Rawson Avenue and 76th Street is envisioned to include more shops and restaurants.
3. A “traditional neighborhood” at Loomis Road and Ryan Road, to feature a mix of residential, light industrial, and recreational development. The area is seen as unique and highly desirable “where home, work, play, and shopping can be within reasonable reach... an area to enhance Franklin’s identity and attract young professionals for a vibrant community.”

The City has partnered with several consultants to undertake feasibility studies including tax incremental financing (TIF) analyses and TIF testing for each of these potential development zones, which were previously identified in planning reports. The

City’s action has attracted attention from developers, such as MLG Development, Irgens, Bear Development, Newport Development and others, who have shown interest in partnering with the City when the projects pass the feasibility analysis stage.



Independent of tax incremental district review, Franklin also hired the retail site selection and recruitment consultant Buxton, a Texas-based firm that analyzes retail market resources that support

business recruitment and retention. In April 2015, the *Milwaukee Business Journal* noted that City officials tallied a short list of stores that may succeed in the city’s retail market, and asked the Buxton Group to try to get their attention. According to the article, “City officials want to attract more stores and restaurants. Buxton over the past few months has studied Franklin’s demographics and retail markets to see which stores could succeed there. Franklin’s Economic Development Committee directed Buxton to contact those retailers and encourage them to consider sites in Franklin, with a key area around Loomis and Rawson Roads.”

The Economic Development Director position has not been filled since 2009, so there is the opportunity for the candidate to have a large amount of input into these potential projects and the direction the City hopes to chart. The position was recreated out of the recommendations of the Economic Development Committee and is supported by the Common Council.

Other opportunities await the new Director such as creating an economic development work plan and strategy for the City. In addition, the City currently does not have a formal outreach or marketing program. The ideal candidate will be able to develop these programs from the ground up.

THE POSITION OF ECONOMIC DEVELOPMENT DIRECTOR

The City reestablished this position recognizing that increasing economic development competition from surrounding communities, and its population growth, required more strategic attention to business retention and attraction. The creation of this position is one of a number of proactive measures taken by the City to retain its strong financial condition, healthy tax base and desirability as a place to live and do business. In its efforts to keep its municipal property tax rate as low as possible, the City aims for a 70% to 30% ratio of business to residential assessed value. The ratio is presently 77% to 23%.

The City boasts an enviable financial condition, but equally recognizes that its revenues are heavily dependent on property taxes and are looking for ways to expand the commercial tax base to lighten the burden on residential property tax payers. City officials look at this position as a key “strategist to the business community” that will address these conditions with marketing savvy, analytical abilities and keen interpersonal skills. From the perspective of City officials, this fresh opportunity presents a unique chance for the right person to shape the job with their initiative, ideas and energy.

The role of business community liaison is also a need that will be filled by the Economic Development Director position. The City needs to present a main point of contact, meeting with businesses, gathering their concerns, addressing their needs, and exploring their suggestions for improvements. Another challenge the City faces is the lack of coordinated effort among regional business attraction and retention engines. While the working relationship between the City, South Suburban Chamber of Commerce, Metropolitan Milwaukee Association of Commerce, and the Milwaukee 7 Regional Economic Development Partnership is strong, it waxes and wanes based on development activity. The Economic Development Director will be expected to serve as the City’s liaison between these organizations and develop strategies to capitalize on these relationships and resources.



The Director will be expected to establish high-performing and respectful working relationships with the City organization, business community, elected and appointed officials, and neighboring communities. It will be the Director’s responsibility to set a positive tone for the City’s work in this area, and establish close working relationships with other City departments for economic development and coordination with community development matters. The Director will be responsible for the critical analysis of appropriate City development incentive programs and considerations.

CANDIDATE QUALIFICATION CRITERIA

The Economic Development Director is expected to be a visible position in the City of Franklin, requiring well-developed leadership abilities and management skills that are based upon consensus building and problem solving. The Director must have a strong desire to work in a collegial, team-oriented environment. He/she must be a highly motivated, self-starting and confident individual with excellent interpersonal skills.

The City is seeking progressive candidates committed to excellence in the delivery of public services. The following factors of education, experience, leadership management style, and personal and professional traits have been identified as necessary and/or desirable for the Director to succeed in this position. The starting salary range for the position is \$95,000+/- DOQ with excellent benefits.

Education and Experience

A Bachelor’s degree in business, marketing, communications, planning, real estate, public administration or related disciplines is required. Seven years of progressively responsible experience in economic development, redevelopment, marketing or real estate in either the public or private sector is preferred; a Master’s degree may substitute for two years of experience.

City of Franklin, Wisconsin

Have a broad-based knowledge of economic development concepts and practices as well as a record of continuing education and training to keep current on the economic development field.

Previous public sector experience is not critical, yet have an aptitude to quickly understand how government works; have the skills to diplomatically cut through bureaucracy on behalf of the business community.

Be able to quickly get up to speed on the economic development goals for Franklin and work with the elected and appointed officials to further develop and achieve these goals.



Have a record of experience that demonstrates the ability to see the “big picture” as well as to conceive and develop innovative long- and short-range strategies for addressing economic development challenges.

Have a background in or familiarity with the principles and current techniques in land use, zoning, annexation, special use permit processes, and building and inspectional services, so as to understand their complementary relationship to achieving the City’s economic development goals.

Have the ability to initiate and implement community branding, marketing and business retention and attraction strategies to promote Franklin locally, regionally and nationally as an ideal business and industry location, by a variety of means including the use of electronic and printed promotional materials, publications, trade shows, and social media.

Have experience or strong exposure to modern land use trends and challenges including issues such as retail and mixed-use district vitality, as well as economic incentives for attracting and retaining businesses. Have the analytical skills to evaluate incentive programs requested by the business community.

Have the experience and ability to interact successfully and positively in a participatory environment, working openly and effectively with diverse interests and opinions represented by elected officials, staff, citizen groups, and intergovernmental interests.



Have a demonstrable experience in collaborative leadership, effectively forming partnerships and communicating a clear strategy for the City’s economic development and marketing functions. Particularly keen in this area is serving as the staff liaison to the City’s Community Development Authority and its Economic Development Committee, and aiding these groups in advancing and implementing its policies.

Have enthusiasm for interaction with the business community, service organizations and other groups which may be important in promoting the City’s business development strategy; this includes regular attendance at meetings of economic/business development professionals, service organizations, and other gatherings—social as well as business.

Be adept in social media such as Facebook, Twitter, and other electronic marketing platforms that proactively communicate the City's economic development message.

Have an economic development background that is well-rounded in the retail, office and industrial sectors.

Have the ability to work with a wide spectrum of business owners or representatives, including those from national corporations to owner-operator businesses.

Candidates must have the ability to work effectively with other City departments, developing partnerships based on trust, respect, and communication; candidates must be able to take a fresh look at the City's regulatory and permitting processes, diplomatically suggesting changes that will facilitate business development while maintaining the underlying basis for the regulations.



Possess strong real estate development and redevelopment experience in retail, commercial, manufacturing, and office space projects.

Have experience serving as a liaison to the business community, promoting and coordinating business development programs through personal contacts with existing and potential businesses, property owners, real estate developers and business associations.

Have knowledge of and experience in financial management, including real estate and banking practices, and the ability to evaluate the fiscal impact of economic development projects and programs.

Be able to read, compose, analyze and comprehend documents pertaining to business development projects including master plans, construction site plans, budget documents, technical reports, strategic plans and government regulations.

Possess the ability to speak before groups and interact positively with the media. Have the experience and ability to maintain effective public relations and news media relationships.

Management Style and Personal Traits

Have complete personal and professional integrity, gaining respect and inspiring the trust and confidence of subordinates, co-workers, and elected and appointed officials, as well as the general public.

Be a clear and concise communicator.

Be able to present complex technical information to any audience in a manner that is understandable and jargon-free.

Have a genuine passion for public service from both an internal, department standpoint and for service to the community; be devoted to customer, community and departmental service.

Be creative in solving problems.

Have the maturity, self-confidence, and strength of professional convictions to provide solid economic development advice to the Economic Development Committee, Community Development Authority, and the Common Council, being able to diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.



Be politically savvy, yet politically neutral. Be able to “read the Council,” providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.

Have a high energy level and enthusiasm for meeting the challenges and responsibilities of the Director’s position; have a strong work ethic.

Possess well-developed organizational skills with the ability to balance numerous projects and issues.

Project a professional presence in appearance, actions, and personal demeanor.

Be a positive and flexible team builder who is committed to the well-being of the staff, one who works with staff to identify departmental needs and find solutions which meet those challenges.

Be proactive, anticipatory and innovative; be someone who can make difficult decisions and stand behind those decisions.

Have an open, friendly personality and communication style and a calm demeanor; be one who can establish trust quickly with others. Have a sense of humor when appropriate to the circumstances.

Be able to keep the Mayor and others apprised of major activities and operations of the Department in a consistent and timely manner, passing on both “good news and bad news” in a tactful, self-confident and professional manner.

